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ER 8-2867  
MAY 16 1956

MEMORANDUM FOR: Acting Director of Central Intelligence  
THRU: Deputy Director (Support)  
SUBJECT: Agency Training Policy  
REFERENCE: Agency Notice [ ] 29 October 1955

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This memorandum contains recommendations submitted for the Acting Director's approval. Such recommendations are contained in paragraph six (6).

1. PROBLEM:

*not less than*  
To insure that  $\frac{5}{100}$  of Headquarters "on-duty" personnel will be in a training status at all times.

2. ASSUMPTIONS:

a. For purposes of the  $\frac{5}{100}$  policy, "training status" will include only participation in the following:

- (1) Courses conducted by the Office of Training.
- (2) External training sponsored by the Agency.
- (3) Formal training conducted by components of the Agency, other than Office of Training, for Staff employees.

3. FACTS BEARING ON THE PROBLEM:

- but approved by the Office of Training*
- a. The referenced notice states that it is "the policy of this Agency that  $\frac{5}{100}$  of Headquarters 'on-duty' personnel will be in a training status at all times" and requires personnel ceiling adjustments by 30 June 1956, authorizing only that portion of the  $\frac{5}{100}$  of ceilings covering personnel actually undergoing formal training.
  - b. Five and three-tenths percent (5.3%) of the working hours of the total Agency Headquarters "on-duty" personnel was spent in recorded formal training activity (See charts attached as Tab A) during the period 1 January 1956 to 31 March 1956.

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c. Percentages of individual offices in training during the period were:

(1) Office of the DCI	2.1%
(2) Deputy Director (Plans)	7.0%
(3) Deputy Director (Intelligence)	3.3%
(4) Deputy Director (Support)	5.0%

4. DISCUSSION:

- a. The difficulties and administrative burden involved in ceiling adjustments to "authorize 5% fewer personnel....with an additional allowance of up to 5% to cover personnel actually undergoing formal training" indicate the impracticability of tampering with ceilings. Downward adjustments could freeze personnel "in process," stop recruiting and temporarily recognize an "on-duty" strength in excess of a meaningless ceiling figure, subject to upward adjustment on a subsequent increase in personnel undergoing formal training.
- b. The only true measure of the effort going into formal training is to count actual hours of training and measure the total of such hours against the total available hours represented by the "on-duty" strength of the component. Using this method of computation, it has been determined that the spirit and intent of the policy stated in subject reference is being met, that is, over 5% of the Agency Headquarters "on-duty" personnel were in a training status during the period covered.
- c. However, it is to be noted that on a component basis, the Office of the DCI and the DD/I did not have 5% of their "on-duty" personnel in a training status during the period. With respect to the latter this may be due in part to the fact that on-the-job training, which may represent a substantial effort, has not been formalized and cannot presently be recognized until such training has been properly defined and reported. Effort to this end is being furthered by the Office of Training.
- d. It is indicated that a flat 5% requirement is inequitable in some areas because of certain non-comparability factors. For example:
- (1) With an initial training requirement for all communications recruits (trained  ) this could result in meeting the 5% quota without any developmental training, (OTH or external) for officer personnel.

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- (2) In-casuals (PCB returnees) often are entered in training pending reassignment. This credits the headquarters though such personnel are charged to field ceilings.
- e. A flat 5% assessment across the board could result in a tendency to meet the requirement rather than obtain needed training in selected subjects.
- f. It is believed that the objective of the policy can be effectively monitored by:
- (1) Establishing 5% of the total available hours, represented by the "on-duty" strength of a major component, as the quota against which training will be measured.
- (2) Subsequent to a report to be made 15 July 1956, for the period ending 30 June 1956, quarterly reporting to the Director in the form of the charts shown in Tab A.

5. **CONCLUSIONS:**

- a. On a total Agency basis, the 5% policy has been met and exceeded.
- b. Quarterly reporting of actual hours of training measured against 5% of "on-duty" strength of components is preferable and more meaningful than mechanical and burdensome adjustments of ceilings and the administration thereof.
- c. Recognition should be given to "on-the-job" training effort and such program formalized and reported.

6. **RECOMMENDATIONS:**

- a. That paragraph 3 of Agency Notice  29 October 1955, requiring ceiling adjustments be rescinded.
- b. That quarterly reports on training effort be submitted to the Director for such action as he may deem appropriate.
- c. That the Office of Training establish a formalized program, properly defined, to provide credit for "on-the-job" training.

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Chief, Management Staff

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Attachment:  
Tab A - Charts

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SUBJECT: Agency Training Policy

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[Redacted]  
Dep Director, Office of Training

16 May 1956  
Date

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<sup>151</sup>  
Dep Acting Director, Office of Personnel

16 May 1956  
Date

151 L. K. White  
Deputy Director (Support)

18 May 1956  
Date

The recommendations in paragraph 6 are  
Approved:

MAY 23 1956

Date

SIGNED #

G. F. GABELL  
Acting Director of Central Intelligence

mgmt/LWR/  
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# See amendments  
to para 1 & 2a(3) above  
*Training*

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